

# U.S. Department of Commerce Minority Business Development Agency



## Budget Estimates, Fiscal Year 2013 Congressional Submission

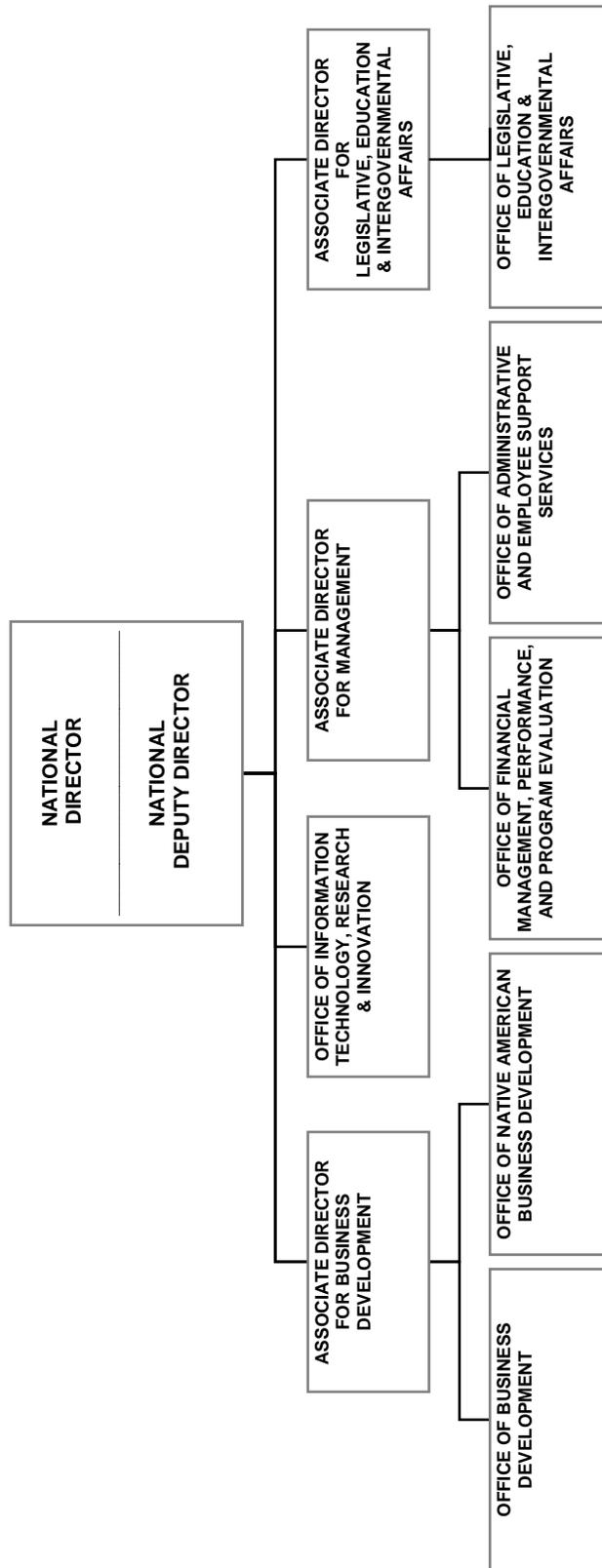
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DEPARTMENT OF COMMERCE  
 MINORITY BUSINESS DEVELOPMENT AGENCY  
 Budget Estimates, Fiscal Year 2013  
 Congressional Submission

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# DEPARTMENT OF COMMERCE MINORITY BUSINESS DEVELOPMENT AGENCY Organization Chart



**Department of Commerce  
Minority Business Development Agency  
Budget Estimates Fiscal Year 2013  
Executive Summary**

**MBDA Mission Statement:**

The mission of MBDA is to foster the growth and global competitiveness of U.S. businesses that are minority-owned. MBDA serves as the only Federal agency dedicated to the establishment, growth and competitiveness of U.S. businesses that are minority-owned.

**Department of Commerce Strategic Goals Supported by MBDA:**

The Minority Business Development Agency (MBDA) supports several Department of Commerce strategic goals and underlying objectives. Specific corresponding goals include:

- Innovation and Entrepreneurship: Develop the tools, systems, policies and technologies critical to transforming our economy, fostering U.S. competitiveness, and driving the development of new businesses.
- Market Development and Commercialization: Help create market opportunities that equip businesses and communities with the tools they need to create new businesses and quality jobs with special emphasis on un-served and underserved groups.
- Trade Promotion and Compliance: Improve our global competitiveness and foster domestic growth while protecting American security.
- Customer Service: Create a culture of outstanding communication and services to our internal and external customers.
- Organizational Excellence: Create a high performing organization with integrated, efficient and effective service delivery.
- Workforce Excellence: Develop and support a diverse, highly qualified workforce with the right skills in the right job to carry out the mission.

MBDA's primary contributions to the mission of the Department of Commerce are within the strategic goal, Market Development and Commercialization. The specific objective is to promote the vitality and competitiveness of our communities and businesses, particularly those that are disadvantaged or in distressed areas.

**Business Problem and Statement of Economic Benefit:**

MBDA is the only federal agency tasked to create new jobs by expanding the U.S. economy through the nation's 5.8 million minority-owned and operated businesses. The Agency fully supports Department of Commerce efforts to ensure the full participation of businesses that are minority-owned competing in the United States and global marketplaces. MBDA works to remove barriers to entry and open doors to economic opportunity. Likewise, the MBDA Strategic Growth Initiative has made progress providing performance dividends for minority businesses. Many high growth minority firms have successfully competed for larger prime contracts and financial awards, and have had a significant economic impact within the minority community and overall economy. MBDA successfully provides minority business development services to minority business enterprises through a network that includes MBDA staff and its funded centers. The MBDA staff and its network of funded centers provide management and technical assistance and offer business services to grow and expand minority owned and operated firms. These efforts build capacity through new jobs created and retention of existing jobs.

**Base Program:**

Within the single line appropriation, Minority Business Development, MBDA has five base activities with a total FY 2013 base budget estimate of \$30.3M and a Full-Time Equivalent (FTE) count of 100.

<b>MBDA (\$'s in thousands)</b>	<b>FTE</b>	<b>Amount</b>
<b>FY 2012 Appropriation</b>	<b>100</b>	<b>\$30,339</b>
<b>FY 2013 Adjustments to Base</b>	<b>0</b>	<b>0</b>
<b>FY 2013 Base</b>	<b>100</b>	<b>\$30,339</b>
<b>FY 2013 Program Change</b>	<b>0</b>	<b>(\$1,650)</b>
<b>FY 2013 President's Budget</b>	<b>100</b>	<b>28,689</b>

- Minority Business Public Private Partnerships are MBDA's network of funded centers, (grantees) that operate under cooperative agreements. The network of MBDA Business Centers and Native American Business Enterprise Centers are comprised of for-profit entities, non-profit entities, state and local governments, tribal entities and institutes of higher learning. The centers provide an array of business counseling and development services to the minority business community and work in full collaboration with MBDA staff.
- Minority Business Direct Federal Client Services are the direct MBDA staff and resources which provide direct collaboration with MBDA funded centers, one-on-one client service delivery, referrals, resource match-making, business-to-business teaming facilitation, as well as indirect service delivery through electronic means. The MBDA's Office of Business Development is responsible for this activity.
- Minority Business Advocacy and Outreach is managed by MBDA's Office of Legislative, Education and Intergovernmental Affairs. This group is responsible for establishing and maintaining positive relations between the Agency, Members of Congress, the White House, and other government entities; and, coordinating the Agency's congressional and intergovernmental activity with the Department's Office of Legislative and Intergovernmental Affairs.
- Minority Business Policy and Oversight activities consist of the Office of the National Director which leads the Agency and is tasked with promoting the growth and competitiveness of minority-owned businesses nationwide.
- Office of Native American Business Development is engaged in identifying opportunities in the areas of federal procurement, energy, manufacturing, international trade, and financial services for Native American constituencies. This office collaborates with other federal agencies, Indian Nations, and private industry to provide leadership in Indian economic development. Other activities include conducting outreach to private sector companies and other minority businesses to collaborate in building private and public partnerships for developing sustainable economies in Indian Country.

**Administrative Savings:**

The Administration is continuing its pursuit of an aggressive government-wide effort to curb non-essential administrative spending called the Administrative Efficiency Initiative. As a result, the Department of Commerce continues to seek ways to improve the efficiency of programs without reducing their effectiveness. The Department's total savings target for FY 2013 is \$176 million, which includes \$142.8 million in savings initiated in FY 2012 and an additional \$33.2 million planned for FY 2013. Building on MBDA's administrative savings planned for FY 2012 (\$0.25 million), an additional \$0.06 million in savings is targeted for FY 2013 for a total savings in FY 2013 of \$0.31 million.

**Program Changes for FY 2013:**

MBDA plans to reduce all base program activities for a total of \$1.6M in FY 2013. In order to be good stewards of taxpayer money, the Federal Government should continue to seek ways to improve the efficiency of programs without reducing their effectiveness. As such, MBDA will reduce its costs through closure of its 5 regional offices, reassignment of its Federal regional staff to Washington, DC, and an overall streamlining of operations. In FY 2012, MBDA will close its 5 regional locations in support of the effort to reduce overhead costs and centralize operations in Washington, DC. It is expected that by FY 2013, commensurate savings will have been achieved to support a lean and highly efficient operation.

**Total FY 2013 Budget Request:**

In summary, MBDA is requesting \$28.7M for critical investment funding in FY 2013 that will assist in the creation of \$2B in contracts and financings and 5,000 new jobs. The FY 2013 budget request also seeks to provide the highest level of service to the minority business community while supporting the President's commitment to holding level domestic discretionary funding. MBDA will also continue to foster innovation and entrepreneurship within minority communities in high-growth industries in support of the Administration's efforts to out-innovate, out-educate, and out-build our nation's competitors.

## 2013 Annual Performance Plan Minority Business Development Agency

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### Section 1 Mission Statement

To foster the growth and global competitiveness of U.S. businesses that are minority-owned.

### Section 2 Corresponding DOC Strategic Goals

The Minority Business Development Agency supports several Department of Commerce strategic goals and objectives:

Innovation and Entrepreneurship Goal: Develop the tools, systems, policies, and technologies critical to transforming our economy, fostering U.S. competitiveness, and driving the development of new businesses

- Objective 3: Stimulate high-growth business formation and entrepreneurship through investing in high-risk, high-reward technologies and by removing impediments to accelerate technology commercialization

Market Development and Commercialization Goal: Foster market opportunities that equip businesses and communities with the tools they need to expand, creating quality jobs with special emphasis on unserved and underserved groups

- Objective 6: Promote the advancement of sustainable technologies, industries, and infrastructure
- Objective 7: Promote the vitality and competitiveness of our communities and businesses, particularly those that are disadvantaged or in distressed areas
- Objective 8: Improve the competitiveness of small and medium-sized firms in manufacturing and service industries

Trade Promotion and Compliance Goal: Improve our global competitiveness and foster domestic job growth while protecting American security

- Objective 9: Increase U.S. export value through trade promotion, market access, compliance, and interagency collaboration (including support for small and medium enterprises)

Customer Service Goal: Create a culture of outstanding communication and services to our internal and external customers. MBDA supports all Department of Commerce customer service objectives.

**Organizational Excellence:** Create a high-performing organization with integrated, efficient, and effective service delivery. MBDA supports all Department of Commerce organizational excellence objectives.

**Workforce Excellence:** Develop and support a diverse, highly qualified workforce with the right skills in the right jobs to carry out the Department's mission. MBDA supports all Department of Commerce organizational excellence objectives.

**Performance Goal/Outcome:** To increase access to the marketplace and financing for minority-owned businesses. MBDA's primary performance goals are measured by the dollar value of contracts obtained for minority-owned businesses, the dollar value of financial awards obtained by minority-owned businesses, and new job opportunities created by minority-owned businesses assisted by MBDA and its network of funded centers.

**Internal Goals:**

- Maximize job creation, innovation and global competitiveness for minority business enterprises
- Establish MBDA as the agency of choice for minority-owned businesses, policymakers, and the private sector
- Implement operational efficiencies throughout MBDA

**Internal Objectives:**

- Encourage and finalize five merger and acquisition deals exceeding \$50 million
- Secure at least five contracts or financings exceeding \$100 million for businesses that are minority owned
- Globalize businesses that are minority-owned through international deal-making
- Establish marketing and outreach plans associated with the MBDA brand
- Establish all MBDA staff as "ambassadors" to enhance MBDA relationships nationwide and globally
- Complete at least two significant research studies
- Restructure agency to focus on deals in specific growth industries
- Increase percentage of employees focused on deals
- Enhance level of intellectual capital within MBDA through enhanced training and development

**Rationale:** MBDA fully supports the Department of Commerce efforts to ensure the full participation of businesses that are minority-owned competing in the United States and global marketplaces. MBDA works to remove barriers to entry and open doors to economic opportunity. Likewise, the MBDA Strategic Growth Initiative (SGI) has made progress, providing performance dividends for minority businesses. Many high growth minority firms have successfully competed for larger prime contracts and financial awards, and have had a significant economic impact within the minority community. The MBDA funded network provides management and technical assistance and offers business services to grow and expand local minority firms. MBDA has aligned staff performance metrics with agency goals.

## **Section 4 Priorities and Management Challenges**

The Agency has identified the following priorities and activities necessary to achieve positive results:

- Enhancing grants administration processes
- Creating strategic alliances with public and private entities that result in MBE access to the global economy
- Enhancing interagency collaboration through efforts such as BusinessUSA
- Improving Customer Relationship Management (CRM)
- Enhancing advocacy efforts on behalf of MBEs
- Increasing access to capital for MBEs

MBDA's management challenges include:

- Improving organizational efficiency, effectiveness, and responsiveness
- Improving contracting and procurement opportunities for MBEs who lack the size, scale and scope to compete
- Improving access to capital for MBEs in high-growth industries including green technology, clean energy, healthcare, infrastructure and broadband technology
- Funding centers at sufficient levels to meet existing demand for services allowing current and future centers the ability to proactively pursue additional clients

## Section 5 Targets and Performance Summary

**Market Development and Commercialization Goal:** Help create market opportunities that equip businesses and communities with the tools they need to create new businesses and quality jobs with special emphasis on un-served and underserved groups

**Objective:** Promote competitiveness of disadvantaged and distressed communities and businesses

### Measure 1a Dollar value of contract awards to Minority Business Enterprises (MBEs)

MBDA accomplishes its performance goals through the implementation of several business development programs. The success of these programs is measured by the dollar value of contract awards obtained by MBEs and facilitated by MBDA's grantees and staff. The certainty that MBEs will realize the proceeds associated with these awards varies from contract to contract. Multiple year contracts with option years are less certain as the options may or may not be exercised. MBDA includes the full potential value of multiple year contract awards obtained in its annual reporting for this performance measure, and discloses the dollar value of option years in a footnote. For indefinite delivery contracts, only actual dollar values realized or guaranteed are included in the annual reporting of this outcome performance measure.

Target and Performance Table						
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Target	FY2013 Target
<b>Actuals &amp; Targets</b>	\$1.0B	\$2.1B	\$1.5B	\$1.1B	\$1.1B	\$1.1B

**Comments on Changes to Targets**  
The FY 2013 target has not changed from that of the prior year.

Relevant Program Changes	Title of Program Change			Page Number		
	Program Changes	Program Changes	Program Changes			
<b>Validation &amp; Verification Information</b>	<b>Data Source</b> Secured Internet transmission to Program Performance system	<b>Reporting Frequency</b> On-going submission after obtaining documentation by projects and staff	<b>Data Storage</b> Oracle platform	<b>Internal Control Procedures</b> Client and Source Verification by Regional Project Managers	<b>Data Limitations</b> Data integrity dependent on agency verification policy and timeliness of review	<b>Actions to be Taken</b> Quarterly desk assessment and semi-annual site visit and review

### Measure 1b Dollar value of financial awards obtained

MBDA works to obtain financial awards (loans, bonds, lines of credit, letters of credit, equity, etc) for minority clients. Using the funded network, strategic partners, agency staff and the MBDA Internet portal, assistance is provided to support successful financial packages. These awards allow minority firms to expand and grow, to provide products and services, and to hire new employees.

Target and Performance Table						
	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Target	FY2013 Target
<b>Actuals &amp; Targets</b>	\$1.1B	\$0.9B	\$1.8B	\$0.9B	\$0.9B	\$0.9B

**Comments on Changes to Targets**  
The FY 2013 target has not changed from that of the prior year.

Relevant Program Changes	Title of Program Change			Exhibit 13 Page Number
	Program Changes	Program Changes	Program Changes	

Validation & Verification Information	Data Source	Reporting Frequency	Data Storage	Internal Control Procedures	Data Limitations	Actions to be Taken
	Secured Internet transmission to Program Performance system	On-going submission after obtaining documentation by projects and staff	Oracle platform	Client and Source Verification by Regional Project Managers	Data integrity dependent on agency verification policy and timeliness of review	Quarterly desk assessment and semi-annual site visit and review

### Measure 1c Number of new job opportunities created

Measure Description	By assisting minority firms to compete in the marketplace for contracts and financial awards, MBDA increases the number of new employees within minority businesses. This demonstrates MBDA's long-term goal for economic parity and its contribution to the Nation's economy.					
Target and Performance Table	FY2008 Actual	FY2009 Actual	FY2010 Actual	FY2011 Actual	FY2012 Target	FY2013 Target
Actuals & Targets	4,603	4,134	5,845	5,000	5,000	5,000

Comments on Changes to Targets  
The FY 2013 target has not changed from that of the prior year.

Relevant Program Changes	Title of Program Change					
Validation & Verification Information	Data Source	Reporting Frequency	Data Storage	Internal Control Procedures	Data Limitations	Actions to be Taken
	Secured Internet transmission to Program Performance system	Quarterly reports as available directly from clients	Oracle platform	Client Source documents forwarded to Region Project Managers	Data integrity dependent on agency verification policy and timeliness of review	Quarterly desk assessment and semi-annual site visit and review

### Section 8 Resource Requirements

Market Development and Commercialization Goal: Help create market opportunities that equip businesses and communities with the tools they need to create new businesses and quality jobs with special emphasis on un-served and underserved groups

Objective: Promote competitiveness of disadvantaged and distressed communities and businesses

	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Currently Avail	FY 2013 Base	Increase/Decrease	FY 2013 Request
Total Funding	28.5	30.1	31.8	30.6	30.6	29.0	0.0	29.0
Total Direct	28.2	29.8	31.5	30.3	30.3	28.7	0.0	28.7
Total Reimbursable	0.3	0.3	0.3	0.3	0.3	0.3	0.0	0.3
Total IT Funding	2.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0
Total FTE	75	82	86	84	100	100	0	100

Department of Commerce  
 Minority Business Development Agency  
 Minority Business Development  
 SUMMARY OF RESOURCE REQUIREMENTS  
 Preferred Budget Level  
 (Dollar amounts in thousands)

Page No.	Description	2011		2012		2013		Budget	
		Actual	Currently Available	Personnel	Amount	Personnel	Amount	Authority	Obligations
MBDA - 14	FY 2012 Appropriation							100	30,339
	plus: 2013 Adjustments to Base							0	0
	2013 Base							100	30,339
MBDA - 24	Administrative savings (all savings reinvested)							[0]	[0]
	Plus (or less): 2013 Program Changes							0	-1,650
	2013 Estimate							100	28,689

	2011		2012		2013		Increase/ (Decrease) over 2013 Base
	Personnel	Amount	Personnel	Amount	Personnel	Amount	
<b>Comparison by activity:</b>							
<b>Minority Business Development:</b>							
Total	87	30,339	110	30,339	110	28,689	0
Pos./BA	84	30,339	100	30,339	100	28,689	0
FTE/Obl.							
<b>Adjustments to Obligations:</b>							
Recoveries							
Unobligated Balance, SOY							
Unobligated Balance, Transferred							
Unobligated Balance, EOY							
Unobligated Balance, Expiring							
<b>Financing from transfers:</b>							
Transfer from other accounts							
Transfer to other accounts							
Appropriation		30,339		30,339		28,689	-1,650

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Department of Commerce  
 Minority Business Development Agency  
 Minority Business Development  
**SUMMARY OF REIMBURSABLE OBLIGATIONS**  
 (Dollar amounts in thousands)

	2011		2012		2013		Increase/ (Decrease) over 2013 Base
	Actual	Personnel Amount	Currently Available	Personnel Amount	Base	Estimate	
<u>Comparison by activity:</u>	Personnel Amount	Personnel Amount	Personnel Amount	Personnel Amount	Personnel Amount	Personnel Amount	Personnel Amount
Minority Business Development	0	300	0	300	0	0	0
Total	0	300	0	300	0	0	0

Department of Commerce  
 Minority Business Development Agency  
 Minority Business Development  
 SUMMARY OF FINANCING  
 (Dollar amounts in thousands)

	2011 Actual Amount	2012 Currently Available Amount	2013 Base Amount	2013 Estimate Amount	Increase/ Decrease Amount
Total Obligations	30,639	30,639	30,639	28,989	-1,650
Financing:					
Offsetting collections from:					
Federal funds	(300)	(300)	(300)	(300)	0
Trust funds	0	0	0	0	0
Non-Federal sources	0	0	0	0	0
Recoveries	0				
Unobligated balance, start of year	0	0	0	0	0
Unobligated balance transferred	0	0	0	0	0
Unobligated balance, end of year	0	0	0	0	0
Unobligated balance expiring	0	0	0	0	0
Budget Authority	30,339	30,339	30,339	28,689	-1,650
Transfer from other accounts (-)	0	0	0	0	0
Transfer to other accounts (+)	0	0	0	0	0
Appropriation	30,339	30,339	30,339	28,689	-1,650

Department of Commerce  
 Minority Business Development Agency  
 Minority Business Development  
 ADJUSTMENTS TO BASE  
 (Dollar amounts in thousands)

	FTE	Amount
Other Changes:		
2013 Pay Raise		38
Civil Service Retirement System (CSRS)		(18)
Federal Employees Retirement System (FERS)		31
Thrift Savings Plan		5
Federal Insurance Contribution Act (FICA)-OASDI		18
Health Insurance		42
Employees' Compensation Fund		(37)
Travel		
Per Diem		11
Rental Payments to GSA		61
HCHB Electricity		(51)
HCHB Water		1
Other Services:		
Working Capital Fund		(29)
General Pricing Level Adjustment:		
Other Services		36
Communications, utilities, and miscellaneous charges		2
Equipment		6
Supplies and Materials		2
Base Absorption		(118)
Total, Adjustments to Base	0	0

Department of Commerce  
 Minority Business Development Agency  
 Minority Business Development  
**PROGRAM AND PERFORMANCE: DIRECT OBLIGATIONS**  
 (Dollar amounts in thousands)

Activity: Minority Business Development  
 Subactivity: Minority Business Development

	2011 Actual		2012 Currently Available		2013 Base		2013 Estimate		Increase/ (Decrease) over 2012 Base	
	Personnel	Amount	Personnel	Amount	Personnel	Amount	Personnel	Amount	Personnel	Amount
Minority Business Development	87	30,339	110	30,339	110	30,339	110	28,689	0	-1,650
	84	30,339	100	30,339	100	30,339	100	28,689	0	-1,650
Total	87	30,339	110	30,339	110	30,339	110	28,689	0	-1,650
	84	30,339	100	30,339	100	30,339	100	28,689	0	-1,650

Department of Commerce  
Minority Business Development Agency  
Minority Business Development  
PROGRAM JUSTIFICATION

**APPROPRIATION ACCOUNT: MINORITY BUSINESS DEVELOPMENT**

**BUDGET ACTIVITY: MINORITY BUSINESS DEVELOPMENT**

For FY 2013, MBDA requests a decrease of \$1,650,000 below the FY 2012 Appropriation for a total of \$28,689,000 and 100 FTE.

**BASE JUSTIFICATION FOR FY 2013**

Within the single line appropriation, Minority Business Development, MBDA has five base activities with a total FY 2013 base budget estimate of \$30.3M and a Full-Time Equivalent (FTE) count of 100. The five base activities are as follows:

- Minority Business Public Private Partnerships are MBDA's network of funded centers (grantees) that operate under cooperative agreements. The network of MBDA Business Centers and Native American Business Enterprise Centers are comprised of for-profit entities, non-profit entities, state and local governments, tribal entities and institutes of higher learning. The centers provide an array of business counseling and development services to the minority business community and work in full collaboration with MBDA staff.
- Minority Business Direct Federal Client Services are the direct MBDA staff and resources which provide direct collaboration with MBDA funded centers, one-on-one client service delivery, referrals, resource match-making, business-to-business teaming facilitation, as well as indirect service delivery through electronic means. The MBDA unit responsible for this program is the Office of Business Development.
- Minority Business Advocacy and Outreach is managed by MBDA's Office of Legislative, Education and Intergovernmental Affairs. This group is responsible for establishing and maintaining positive relations between the Agency, Members of Congress, the White House, and other government entities; and coordinating the Agency's congressional and intergovernmental activity with the Department's Office of Legislative and Intergovernmental Affairs.
- Minority Business Policy and Oversight programs consist of the Office of the National Director and the Research and Knowledge Management unit. The Office of the National Director leads the Agency and is tasked with promoting the growth and competitiveness of minority-owned businesses nationwide. The Research and Knowledge Management unit is the research arm of MBDA and manages the institutional knowledge of the Agency.
- Office of Native American Business Development is engaged in identifying opportunities in the areas of federal procurement, energy, manufacturing, international trade, and financial services for Native American constituencies. This office collaborates with other federal agencies, Indian Nations, and industry to provide leadership in Indian economic development. Other activities include conducting outreach to private sector companies and other minority businesses to collaborate in building private and public partnerships for developing sustainable economies in Indian Country.

## MINORITY BUSINESS PUBLIC PRIVATE PARTNERSHIPS

MBDA successfully provides business development services to minority business enterprises (MBEs) through a network that includes the MBDA's staff and funded organizations. MBDA continues to build on this base by using the services of MBDA Business Centers (MBCs) (formerly MBECs and MBOCs) and Native American Business Enterprise Centers (NABECs).

The MBCs and NABECs are operated by a network of private and public organizations. These entities compete under a public solicitation for MBDA grant opportunities. Selected candidates are offered cooperative agreements under multi-year awards. The network of private and public organizations that operate MBDA Business Centers and NABECs are comprised of for-profit entities, non-profit entities, state and local governments, tribal entities and institutes of higher education (including minority serving institutes). The network of private and public organizations hires individuals in local communities to deliver business-specific services. The annual award for an MBC ranges from \$221,000 to \$365,000 and the NABEC awards are on average, \$219,000.

The MBC and NABEC programs provide an array of business counseling and development services to the minority business community. MBDA centers are required to work in full collaboration with MBDA staff. Collaboration efforts help expand the network of existing resources and strategic relationships offered throughout MBDA for the benefit of the individual minority business enterprise (MBE) that is being served. As strategic partners, MBDA and the network of public and private partnerships are able to harness greater efficiencies, leading to increased performance.

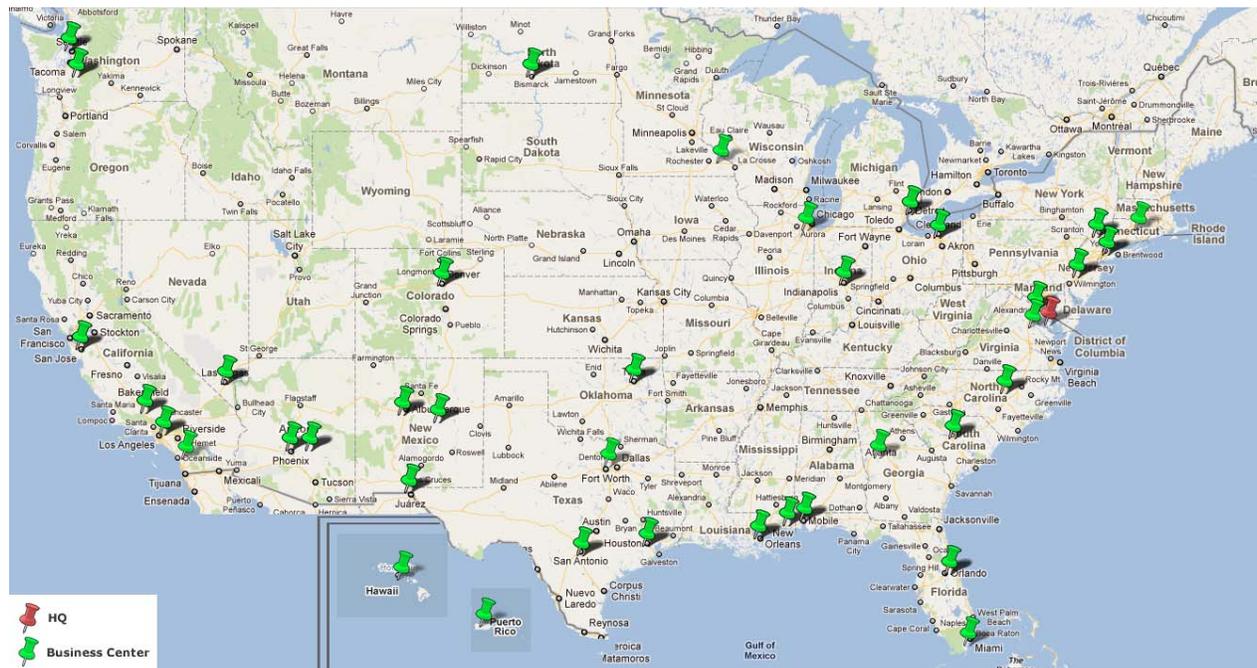
MBDA's Business Center and NABEC programs are able to standardize services, expand outreach and leverage limited resources. The MBDA public private partnerships provide the following services to MBEs:

- business counseling (also known as management and technical assistance);
- identification of market and contracting opportunities for minority firms;
- growth in the dollar values and numbers of actual contract awards to MBEs;
- capacity building through new jobs created and retention of existing jobs;
- expansion of the dollar value and number of financial awards to MBEs;
- increased access to equity, working capital, lines of credit, surety and performance bonding, and other alternative sources of financing;
- assistance in expanding growth and global competitiveness;
- promotion of the advantages to achieving size and scale through teaming opportunities;
- training in management skills and business acumen for minority entrepreneurs; and
- assistance in gaining and maintaining access to profitable markets.

The MBC and NABEC programs are leverage resources from outside the federal government as the recipients of MBDA grant awards contribute over \$5.8 million in non-federal cost share. This level of commitment can only be obtained through outstanding public and private partnerships. MBDA and the centers work collaboratively with other local service providers such as local chambers of commerce, city council offices, local colleges and universities and other trade associations to effectively meet the needs of minority businesses. MBDA conducts 100% verification of all awarded transactions reported by its funded centers and by its staff.

MBDA's Business Center and NABEC programs are will continue to provide core program services that reach minority entrepreneurs across the country. These funded centers will provide one-on-one and group consulting services in such areas as business counseling (i.e., management and

technical assistance); deal facilitation and brokering services; marketing and growth strategies; teaming assistance; global expansion assistance; and assistance in obtaining contract and financial award opportunities. Designed to provide expanded consulting and “hands-on” services, the MBDA Business Center program will primarily service ethnic minority firms. NABECS operate in eight locations across the United States. Each NABECS provides a wide-range of direct business assistance services to eligible Native American, tribal entity and minority-owned firms. Services include initial consultations and assessments, business technical assistance, and access to federal and non-federal procurement and financing opportunities.



The cooperative agreements (grants) are managed by a grants management team within MBDA's Office of Business Development. The grants management team is centralized within MBDA headquarters and utilizes the NOAA Grants Online system to process and monitor grants. The grants management team works closely with NOAA grants officers and performs internal audits on each of the funded centers on an annual basis.

Minority Business Public Private Partnerships is the core delivery system of MBDA's services to the minority business community. Today, the minority population in the United States represents 35 percent of total U.S. population and is expected to represent 54 percent by 2050. According to the US Census Bureau's 2007 Survey of Business owners, in 2007 there were 5.7 million minority-owned businesses (22% of all businesses) generating \$1 trillion in gross receipts (9% of total gross receipts of classifiable firms) and employing 5.9 million paid workers. The U.S. needs strong minority-owned firms to achieve maximum economic growth for the Nation. Minority owned firms are an engine of employment growth and economic expansion in America and have the potential to contribute significantly to the balance of trade. MBDA is a catalyst to build minority-owned firms of size, scale and capacity.

The MBDA report titled, “Disparities in Capital Access between Minority and Non-Minority-Owned Businesses” and released in 2010, finds that minority businesses are less likely to have access to loans and equity investments, compared with non-minority-owned business. When minority businesses secure loans and equity, on average, the loans are for lower amounts and carry higher interest rates compared to non-minority-owned firms similar in size and credit scores among other

characteristics. Moreover, some minority-owned businesses still face obstacles in accessing procurement opportunities. Recently, the Department of Justice (DOJ) developed a statement to update its 1996 Review of Barriers for Minority- and Women-Owned Businesses submitted to the U.S. Congress. In its statement, DOJ finds “evidence clearly shows that discriminatory barriers continue to impede the ability of minority- and women-owned businesses to compete with other firms on a fair and equal footing in government contracting markets. Significant discrimination in arenas such as access to capital and employment, limits the formation of minority-owned businesses.”

Structural barriers and discrimination have slowed the growth and expansion of minority-owned businesses resulting in economic inefficiencies. If minority-owned businesses reach entrepreneurial parity, they would represent 8.1 million firms, generating more than \$3.4 trillion in gross receipts and employing 17.7 million workers.

### **MINORITY BUSINESS DIRECT FEDERAL CLIENT SERVICES**

The Minority Business Direct Federal Client Services program is MBDA’s effort to provide services directly to minority businesses. These activities compliment MBDA’s public-private partnership service delivery efforts and ensure that MBDA resources are focused on assisting as many minority businesses as possible. The Direct Federal Client Services program involves direct collaboration with MBDA funded centers, one-on-one client service delivery, referrals, resource match-making, business-to-business teaming facilitation, as well as indirect service delivery through electronic means.

The MBDA unit primarily responsible for this program is the Office of Business Development (OBD). This unit is comprised exclusively of MBDA staff. This program consists of just over 33% of the overall MBDA budget and 70% of the labor force. The Minority Direct Federal Client Services program promotes capital access, procurement and contracting opportunities, capacity building, market development, and advocacy for minority business enterprises. This program works collaboratively with MBDA Business Centers and Native American Business Enterprise Centers. Together, MBDA’s efforts yield excellent performance results for MBDA.

MBDA also coordinates the establishment of strategic partnerships between minority businesses and large corporations to achieve broader market penetration and access to capital. MBDA staff identify opportunities through direct communications and ongoing relationships with private and public sector procuring entities. MBDA staff captures key information pertaining to the upcoming opportunity, matches the opportunity with minority business clients and communicates with the matched firm. Although, there are many electronic bid opportunity matching services available, the value of MBDA’s service is having human interaction between potential buyers and minority vendors. Anecdotal information from minority businesses indicates that most bid matching systems are a necessary tool and facilitate the identification of contracting opportunities. However, bid matching systems cannot evaluate the qualitative aspect of the opportunity or competition in a satisfactory manner. Technology supports minority firms in opportunity matching and notification of general competition requirements. However, human interaction and contract opportunity intelligence gathered through person to person dialogue is perceived as highest value.

MBDA’s outreach and relationship building efforts with public and private procurement entities generates an indirect benefit to minority firms. MBDA’s ongoing efforts reinforce the importance of procuring entities when it comes to supplier diversity. The net result is that the public and private entities prioritize supplier diversity in their organizational value and take pleasure when broader

diversity is achieved. In essence, good behavior rewards good behavior, provided someone is paying attention to it.

MBDA supports the Department of Commerce's various initiatives including: competitiveness and innovation, manufacturing, trade missions, exporting and job creation. The Minority Business Direct Client Services program ensures minority businesses participate in the Department's initiatives and more importantly, contribute to the U.S. economy. These Department-wide initiatives rely on Agency involvement to communicate key information to a target constituency, recruit prospective participants, and provide technical support and service referrals. These services are important aspects to achieving success. However, entrepreneurs engage when opportunities are converted into actual deals. It is at the deal making level when investments are executed, local economies are impacted, and jobs are created. This program augments the Department's initiatives by assisting minority entrepreneurs in identifying high-value transactions and by facilitating partnerships, financing, and contracts.

As previously described, MBDA is actively engaged in fostering deal-making activities. The Agency tracks work-in-progress (defined as a transaction anticipated to close within 30 days or less) and pipeline (defined as a transaction anticipated to close beyond 30 days) contracting and financing deals every two weeks. MBDA reviews each line item entry with Federal employees (business development specialists) to understand the deal, provide deal-making support and to determine the probability of success. This effort has refined the Minority Business Direct Federal Client Services program and has improved its focus on increasing performance results.

MBDA continues to leverage its resources and to expand minority business participation in the global marketplace. The Agency has formed partnerships with other government agencies such as the International Trade Administration (ITA), Small Business Administration (SBA), as well as non-governmental organizations (NGOs), and the minority business trade associations. MBDA and its partners engage with minority businesses, promote advantages of international trade, conduct education forums and business-to-business partnerships. Furthermore, MBDA promotes the advantage of working with minority businesses and the fact that minorities are twice as likely to be engaged in global commerce as non-minorities. Many minority entrepreneurs maintain relationships in other countries due to personal affinities that may include family relationships, understanding of language and culture. These characteristics make minority businesses high prospects for expanding U.S. share of the global marketplace.

The future growth of minority-owned businesses is dependent on accessing growth markets and resources necessary to penetrate those markets in real time. Given the broad geography, economic clusters, industries and different cultures that minority businesses are a part of, technology plays a key role in supporting the Agency's programmatic success. MBDA reaches its staff, funded centers and the minority business community through the use of electronic commerce by promoting and providing business information that can assist minority businesses in these areas. The MBDA Minority Business Internet Portal (MBIP) is a menu driven, user-friendly system that assists clients with business development needs and information. The MBIP includes a variety of online resources that foster higher performance such as: Customer Relationship Management system, Partners.Net system, Phoenix/Opportunity On-line Bid-Matching system, Business Planner, Business Loan Analyzer, and the Capital Access business tool. MBDA also uses the Internet Portal as an information clearinghouse and national center for referral of minority-owned businesses of all sizes to the vast network of public and private business development resources. The MBIP is also a crucial part of the BusinessUSA effort as clients are able to easily navigate to MBDA's portal and find out about MBDA tools and services.

Minority Business Direct Client Services program works in tandem with MBDA's Minority Business Public Private Partnerships to identify, facilitate and secure contracting and financing transactions for minority businesses. Today, the minority population in the United States represents 35 percent of total U.S. population and is expected to represent 54 percent by 2050. According to the U.S. Census Bureau's 2007 Survey of Business owners, there were 5.7 million minority-owned businesses (22% of all businesses) generating \$1 trillion in gross receipts (9% of total gross receipts of classifiable firms) and employing 5.9 million paid workers. The U.S. needs strong minority-owned firms to achieve maximum economic growth for the Nation. Minority owned firms are an engine of employment growth and economic expansion in America and have the potential to contribute significantly to the balance of trade. MBDA is a catalyst to build minority-owned firms of size, scale and capacity.

In previous years, this program was supported by a network of regional offices staffed by MBDA employees. In FY 2013, the regional office structure is expected to have been closed, in favor of a centralized approach to serving the Nation's minority businesses in support of MBDA's network of funded centers. In late FY 2011, the Department of Commerce announced Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) authority from the Office of Personnel Management, effective August 9, 2011, through December 31, 2012. These authorities will allow MBDA the flexibility in managing the organization to support existing and emerging mission-critical needs in a lean budget environment. In FY 2012, MBDA will close all field locations in support of the effort to reduce overhead costs and centralize operations in Washington, DC. It is expected that by FY 2013, commensurate savings will have been achieved to support a leaner, highly efficient Minority Business Direct Client Services program.

## **MINORITY BUSINESS POLICY AND OVERSIGHT**

The Minority Business Policy and Oversight program consists of the Office of the National Director (OND).

The Office of the National Director leads the Minority Business Development Agency (MBDA). MBDA is tasked with promoting the growth and competitiveness of minority-owned businesses nationwide. By Executive Order 11625, MBDA conducts the following:

1. Coordinate the plans, programs and operations of Federal agencies to strengthen minority business enterprises (MBEs).
2. Promote the mobilization of activities and resources of State and local governments, businesses and trade associations, universities, foundations, professional organizations towards the growth of MBEs.
3. Establish a center for the development, collection, summarization and dissemination of information for and about minority business.
4. Provide financial assistance to public and private organizations so they may render business consulting services to MBEs.

The Department Organization Order 25-4A (2005-04-07) prescribes the organization and assignment of major functions within MBDA, including the scope of authority and functions of the Office of The National Director:

1. The National Director serves as the Chief Executive Officer for the Agency. In consideration of global and domestic market opportunities, innovations and challenges, the National Director shall direct the formulation, implementation and evaluation of policies and manage programs for all activities of the Agency.

2. The National Deputy Director is the principal assistant to the National Director and shall assist in the day-to-day activities of the Agency. The National Deputy Director may supervise the Executive Staff in the formation and execution of the budget, personnel issues, program and operational activities. In the National Director's absence, the National Deputy Director or the National Director's designee shall serve as the Agency focal point for liaison with the Congress, White House, Office of the Secretary, and related organizations in coordination with appropriate Departmental officials.

## **MINORITY BUSINESS ADVOCACY AND OUTREACH**

The Minority Business Advocacy and Outreach program is managed by MBDA's Office of Legislative, Education and Intergovernmental Affairs (OLEIA).

OLEIA is responsible for establishing and maintaining positive relations between the Agency, Members of Congress, the White House, the Office of Management and Budget and intergovernmental associations; and coordinating the Agency's congressional and intergovernmental activity with the Department's Office of Legislative and Intergovernmental Affairs. As part of the congressional and intergovernmental outreach efforts, OLEIA ensures an effective two-way communication system that promotes the Agency and minority businesses exists, and; provides timely responses to inquiries or requests for information, reports, or other assistance from Members of Congress and their staffs. This program ensures that the Agency is abreast of all legislation impacting the minority business community and provides analytical, legislative/policy reports to the Deputy National Director; and appropriately manages all intergovernmental activities.

OLEIA is also responsible for the development and implementation of an organized effort to build strategic alliances with public and private sector organizations, trade associations, educational institutions, and business advocacy groups as well as Federal, state and local government officials. Activities associated with building strategic alliances include the hosting of stakeholder meetings, issue forums, and participation in stakeholder conferences, seminars and events. From these alliances and partnerships, MBDA creates and expands programs, services and opportunities in support of minority business enterprises. As part of the Advocacy and Outreach program, OLEIA oversees the National Advisory Council on Minority Business Enterprise, an official federal advisory council. This program also allows the Agency to propose, evaluate and recommend national policies which affect minority business development. Key initiatives undertaken by OLEIA in support of this program include educational conferences and seminars such as the Minority Business Enterprise Summit and the National Minority Enterprise Development Week Conference.

Two additional components to the Advocacy and Outreach program under the auspices of OLEIA are the Agency's public affairs, communications, marketing and branding activities and the Agency's executive secretariat function. This includes maintaining effective relationships with the media to promote the Agency's programs, accomplishments and priorities; message development and promotional materials; content development for the Agency's social media sites and website; and coordination of public affairs activities with the Department's Office of Public Affairs. As the Agency's executive secretariat, OLEIA serves as the focal point for all documents and correspondence directed to or issued by the Office of the National Director.

## OFFICE OF NATIVE AMERICAN BUSINESS DEVELOPMENT

MBDA's Office of Native American Business Development (ONABD) is engaged in identifying opportunities in the areas of federal procurement, energy, manufacturing, international trade, and financial services for Native American constituencies. The ONABD collaborates with other federal agencies, Indian Nations, and industry to provide leadership in Indian economic development. The ONABD also conducts outreach to private sector companies and other minority businesses to collaborate in building private and public partnerships for developing sustainable economies in Indian Country.

An Office of Native American Business Development was mandated by Congress in 2001 following passage of the Native American Business Development, Trade Promotion and Tourism Act of 2000. Section 4(a)(1) of the Native American Business Development, Trade Promotion, and Tourism Act of 2000 (25 U.S.C. § 4301 *et seq.*) requires the establishment of an ONABD within the Department of Commerce. Section 4(b)(1) of the Act charges the ONABD with "the coordination of Federal programs that provide assistance...to eligible entities for increased business, the expansion of trade by eligible entities, and economic development on Indian lands." Sections 5 and 6 of the Act require the ONABD to implement a Native American trade and export promotion program, and a Native American tourism program, respectively. Section 7 of the Act requires the Secretary of Commerce, in consultation with the ONABD, to report on an annual basis to the Senate Committee on Indian Affairs and the House Committee on Resources a summary of the activities of the ONABD in carrying out Sections 4 through 6 of the Act and any recommendations for legislation determined to be necessary to carry out Sections 4 through 6 of the Act.

Section 4(a)(1) of the Indian Tribal Regulatory Reform and Business Development Act of 2000 (25 U.S.C. § 4301 note) requires the Secretary to establish an authority known as the Regulatory Reform and Business Development on Indian Lands Authority (Authority). As set forth in Section 4(a)(2) of the Act, the purpose of the Authority is to "facilitate the identification and subsequent removal of obstacles to investment, business development, and the creation of wealth with respect to the economies of Native American communities." The membership of the Authority shall be comprised of 21 members, of which 12 members shall be representatives of the Indian tribes recognized by the Bureau of Indian Affairs and no fewer than 4 members shall be representatives of non-governmental economic activities carried out by private enterprises in the private sector. The Authority is responsible for conducting "a review of laws (including regulations) relating to investment, business, and economic development that affect investment and business decisions concerning activities conducted on Indian lands" and for preparing and submitting a report to the Senate Committee on Indian Affairs, the House Committee on Resources, and to the governing body of each Indian tribe a report that includes the Authority's findings and recommendations, including proposed revisions to the laws and regulations reviewed by the Authority. (See Sections 4(d) and 5 of the Act.)

In March 2003, the Secretary of Commerce delegated to MBDA his authorities and responsibilities under the Native American Business Development, Trade Promotion, and Tourism Act of 2000 and under the Indian Tribal Regulatory Reform and Business Development Act of 2000. MBDA established the ONABD within the Agency's Office of Business Development in June 2005.

The Department Organization Order 25-4A (2005-04-07) prescribes the organization and assignment of major functions within MBDA, including the scope of authority and functions of the Office of Native American Business Development. Per the order, the Office of Native American Business Development shall: ensure the coordination of Federal programs that provide assistance, including financial and technical assistance to eligible entities for increased business, the expansion of trade by eligible entities, and economic development on Indian lands.

The Department of Commerce has never received appropriated funds to implement the Native American Business Development, Trade Promotion, and Tourism Act of 2000 or to implement the Indian Tribal Regulatory Reform and Business Development Act of 2000. As a result, MBDA directed the use of base resources in support of establishing an expert appointment. An ONABD expert liaison was selected and hired in 2005 to execute ONABD activities. MBDA has provided infrastructural support and a nominal discretionary budget to support outreach activities nationally since FY 2005. However, due to limited budgetary and human resources, the ONABD has not engaged in any activities under the Indian Tribal Regulatory Reform and Business Development Act of 2000. Today, the ONABD is temporarily led by a Senior Advisor of Native American Affairs who reports directly to the Secretary of Commerce.

### PROGRAM CHANGES FOR FY 2013:

MBDA plans to reduce all base program activities for a total of \$1.6M in FY 2013. In order to be good stewards of taxpayer money, the Federal Government should continue to seek ways to improve the efficiency of programs without reducing their effectiveness. As such, MBDA will reduce its costs through closure of its 5 regional offices, reassignment of its Federal regional staff to Washington, DC, and an overall streamlining of operations. In FY 2012, MBDA will close its 5 regional locations in support of the effort to reduce overhead costs and centralize operations in Washington, DC. It is expected that by FY 2013, commensurate savings will have been achieved to support a lean and highly efficient operation.

#### Performance Goals and Measurement Data

Performance Measures	FY 2012 Target	FY 2013 Target	FY 2014 Target	FY 2015 Target	FY 2016 Target	FY 2017 Target
<b>BASE PROGRAM WITHOUT CHANGES</b>						
Dollar Value of Contracts	\$1.17B	\$1.1B	\$1.1B	\$1.1B	\$1.1B	\$1.1B
Dollar Value of Financials	\$0.9B	\$0.9B	\$0.9B	\$0.9B	\$0.9B	\$0.9B
Number of Jobs Created	5,300	5,000	5,000	5,000	5,000	5,000
<b>TOTAL PROGRAM CHANGE</b>						
Dollar Value of Contracts		\$0.00B	\$0.00B	\$0.00B	\$0.00B	\$0.00B
Dollar Value of Financials		\$0.00B	\$0.00B	\$0.00B	\$0.00B	\$0.00B
Number of Jobs Created		0	0	0	0	0
<b>TOTAL BASE PROGRAM AND PROGRAM CHANGE</b>						
Dollar Value of Contracts	\$1.17B	\$1.1B	\$1.1B	\$1.1B	\$1.1B	\$1.1B
Dollar Value of Financials	\$0.9B	\$0.9B	\$0.9B	\$0.9B	\$0.9B	\$0.9B
Number of Jobs Created	5,300	5,000	5,000	5,000	5,000	5,000

**PROGRAM CHANGE DETAIL BY OBJECT CLASS**  
**(Dollar amounts in thousands)**

Activity: Minority Business Development  
Program Change: Base Reductions

<b>Object Class</b>	<b>2013 Increase/Decrease</b>
11.0 Personnel compensation	-450
11.1 Full-time permanent	0
11.3 Other than full-time permanent	0
11.5 Other personnel compensation	0
11.8 Special personnel services payments	0
11.9 Total personnel compensation	-450
12.1 Civilian personnel benefits	-100
13 Benefits for former personnel	0
21 Travel and transportation of persons	0
22 Transportation of things	0
23.1 Rental payments to GSA	-1,100
23.2 Rental payment to others	0
23.3 Communication., util., misc. charges	0
24 Printing and reproduction	0
25.1 Advisory and assistance services	0
25.2 Other services	0
25.3 Purchases of goods and services from Government accounts	0
25.4 Operations and maintenance of facilities	0
25.5 Research and development contracts	0
25.6 Medical care	0
25.7 Operation and maintenance of equipment	0
25.8 Subsistence and support of persons	0
26 Supplies and materials	0
31 Equipment	0
32 Lands and structures	0
33 Investments and loans	0
41 Grants, subsidies and contributions	0
42 Insurance claims and indemnities	0
43 Interest and dividends	0
44 Refunds	0
<b>TOTAL OBLIGATIONS</b>	<b>(1,650)</b>

Department of Commerce  
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 SUMMARY OF REQUIREMENTS BY OBJECT CLASS  
 (Dollar amounts in thousands)

Object Class	2011		2012		2013	Increase / (Decrease)
	Actual	Currently Available	Base	Estimate		
11 Personnel compensation	8,250	8,250	8,250	7,800	(450)	
11.1 Full-time permanent						
11.3 Other than full-time permanent						
11.5 Other personnel compensation	250	250	250	250	0	
11.8 Special personnel services payments	0	0	0	0	0	
11.9 Total personnel compensation *	8,500	8,500	8,500	8,050	(450)	
12.1 Civilian personnel benefits	2,241	2,241	2,241	2,141	(100)	
13 Benefits for former personnel	0	0	0	0	0	
21 Travel and transportation of persons	552	552	552	552	0	
22 Transportation of things	13	13	13	13	0	
23.1 Rental payments to GSA *	3,497	3,497	3,497	2,397	(1,100)	
23.2 Rental payment to others	2	2	2	2	0	
23.3 Commun., util., misc. charges	406	406	406	406	0	
24 Printing and reproduction	7	7	7	7	0	
25.1 Advisory and assistance services *	1,508	1,508	1,508	1,508	0	
25.2 Other services *	380	380	380	380	0	
25.3 Purchases of goods and services from Government accounts	2,141	2,141	2,141	2,141	0	
25.4 Operations and maintenance of facilities	0	0	0	0	0	
25.5 Research and development contracts	0	0	0	0	0	
25.6 Medical care	0	0	0	0	0	
25.7 Operation and maintenance of equipment	38	38	38	38	0	
25.8 Subsidence and support of persons	0	0	0	0	0	
26 Supplies and materials	20	20	20	20	0	
31 Equipment	408	408	408	408	0	
32 Lands and structures	0	0	0	0	0	
33 Investments and loans	0	0	0	0	0	
41 Grants, subsidies and contributions	10,626	10,626	10,626	10,626	0	
42 Insurance claims and indemnities	0	0	0	0	0	
43 Interest and dividends	0	0	0	0	0	
44 Refunds	0	0	0	0	0	
99 Total obligations	30,339	30,339	30,339	28,689	(1,650)	
Less: Recoveries						
Plus: Unobligated Balance, SOY						
Plus: Unobligated Balance, Transferred						
Plus: Unobligated Balance, EOY						
Plus: Unobligated Balance, Expiring						
Less: Transfer from other accounts						
Less: Transfer to other accounts						
99.1 Total Budget Authority	30,339	30,339	30,339	28,689	(1,650)	

Department of Commerce  
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 SUMMARY OF REQUIREMENTS BY OBJECT CLASS  
 (Dollar amounts in thousands)

Object Class	2011 Actual	2012		2013 Base Estimate	Increase / (Decrease)
		Currently Available			
Less: Obligations from prior years					
Total Budget Authority	30,339	30,339	30,339	28,689	(1,650)
<b>Personnel Data</b>					
Full-Time Equivalent Employment:					
Full-time permanent	84	100	100	100	0
Other than full-time permanent	0	0	0	0	0
Total	84	100	100	100	0
Authorized Positions:					
Full-time permanent	87	110	110	110	0
Other than full-time permanent	0	0	0	0	0
Total	87	110	110	110	0

Department of Commerce  
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Advisory and Assistance Services  
 (Obligations in thousands of dollars)

	FY 2011 Actual -----	FY 2012 Estimate -----	FY 2013 Estimate -----
Consulting Services.....	230	230	230
Management and professional services.....	222	222	222
Special studies and analyses.....	43	43	43
Management and Support services for research and development.....	0	0	0
Total.....	495	495	495

Department of Commerce  
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Periodicals, Pamphlets, and Audiovisual Products  
 (Obligations in thousands of dollars)

	FY 2011 Actual -----	FY 2012 Estimate -----	FY 2013 Estimate -----
Periodicals.....	8	8	8
Pamphlets.....	5	5	5
Audiovisuals.....	<u>0</u>	<u>0</u>	<u>0</u>
Total.....	13	13	13

Executive Order 11625 authorizes the Minority Business Development Agency (MBDA) to provide "for the development, collection, summarization, and dissemination of information that will be helpful to persons and organizations throughout the nation in undertaking or promoting the establishment and successful operation of minority business enterprise". MBDA's Office of Legislation, Education, and Intergovernmental Affairs is responsible for the creation of periodicals, publications, and audiovisuals to carry out the mandate set forth in Executive Order 11625.

Department of Commerce  
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Average Salaries and Grades

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Estimate
Average ES salary.....	\$ 156,567	\$ 156,567	\$ 156,567
Average GS/GM grade.....	10	10	10
Average GS/GM salary.....	\$ 93,976	\$ 93,976	\$ 93,976
Total compensable workyears:			
Full-time equivalent employment.....	84	100	100
Full-time equivalent of overtime and holiday hours.....	0	0	0